

SIUE PM Symposium - Nov 2023

Managing a Large Transformation Project

What Worked and What Didn't Work

SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE



WELCOME – Presenting Today

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AGENDA

- 1** Program Overview
- 2** Program Organization Structure
- 3** What Worked Well? and What Didn't?
- 4** Lessons Learned
- 5** Questions

Oracle to the Cloud Program Overview

Program Overview



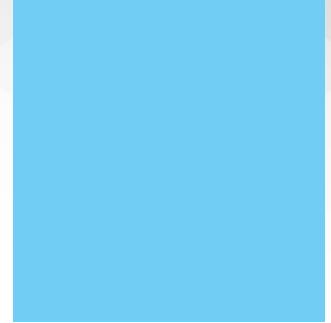
WHAT

Multi-year journey to **transform Finance and Supply Chain capabilities and processes**; powered by advanced Oracle Cloud technology.



WHEN

Go Live: **July 1, 2023**



Why We Needed the Oracle to the Cloud Program



- 1 Outdated Systems:** 20+ years old; highly customized; lack of modern capabilities increases business risk, errors and inefficiencies
- 2 Lack of Agility and Flexibility for Process Improvement:** Impacts ability to further support customer affordability and Ameren's strategic plan
- 3 Premier Vendor Support Ending:** Results in expensive and time-consuming work to fix potential issues and bring systems up to new regulatory standards
- 4 Current Systems Aren't Optimally Integrated to Share Data:** Limits our ability to capture helpful insights
- 5 Manual Processes Currently Required:** Time consuming and increases risk of errors

Helping Deliver on Ameren's Strategy



MISSION

To power the quality of life

VISION

Leading the Way to a Sustainable Energy Future

VALUES

Safety and Security
Never compromise

Integrity
Do the right thing

Respect
Value others

Diversity, Equity and Inclusion
Be courageous

Commitment to Excellence
Bring your best

Teamwork
Work together

Accountability
Own your actions and inactions

Stewardship
Leave it better



STRATEGY

Strategy

- Invest** in rate regulated energy infrastructure
- Enhance** regulatory frameworks and advocate for responsible policies
- Optimize** operating performance and capitalize on opportunities to benefit our customers and shareholders

Forward-Thinking Initiatives

Efficient Electrification Innovative Technologies Mergers and Acquisitions

Growth-Oriented Initiatives

Generation Energy Delivery
Transmission Customer Products and Services

Foundational, Enabling Initiatives

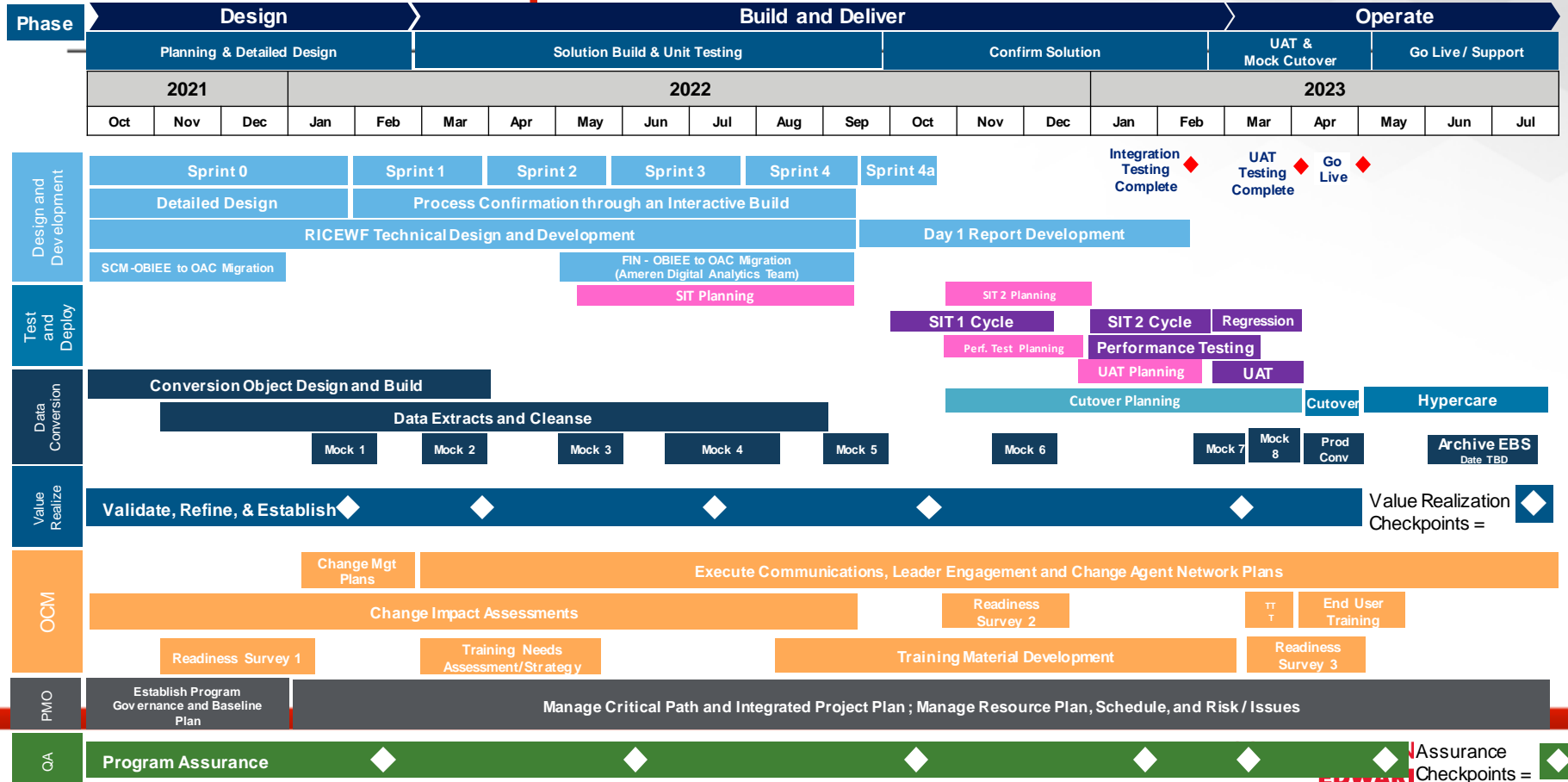
Customer Affordability Digital Policy and Stakeholder Safety and Security Workforce

COMMITMENTS

To be a clear leader in the energy industry:

- All In Culture** Develop and empower engaged and innovative co-workers who courageously live our values and commit to being All In: We Care, We Serve with Passion, We Deliver and We Win Together.
- Customer Satisfaction** Deliver superior customer value by meeting their energy needs and exceeding their expectations – always focused on price and reliability.
- Operating Performance** Relentlessly improve all aspects of our operations – always focused on safety, security, sustainability, quality and cost.
- Financial Performance** Deliver superior value to our shareholders through sustainable earnings growth and total shareholder returns.

Baseline Implementation Timeline



Program Scope

ERP: Enterprise Resource Planning

EPM: Enterprise Performance Management

High level overview

- Simplify Finance and Supply Chain Business Processes
- Migrate Oracle EBS system to Oracle Cloud ERP
- Cloud (OAC)
- Migrate OBIEE reports, dashboards, and BI Publisher to Oracle Analytics Cloud (OAC)

- Simplify Finance Business Processes
- Migrate current Oracle Hyperion HFM and DRM systems to Oracle Cloud EPM (FCCS and EDMCS)
- Introduce Oracle EPM Allocation hub (PCMCS)

Technology Scope

- General Ledger
- Cash Management
- Finance Accounting Hub(FAH)
- Projects (Allocations)
- Accounts Payables
- Accounts Receivable
- Tax
- Expense Reimbursements
- Supplier Qualification Management
- Purchasing
- Sourcing
- Supplier Portal
- Self Service Procurement
- Product Data Hub
- Project Portfolio Management
- Project Financials
- Advanced Access Controls
- Advanced Financial Controls

- Enterprise Data Management (EDMCS)
- Financial Close & Consolidation (FCCS)
- Account Reconciliations (ARCS)
- Profitability and Cost management (PCMCS)
- Future Release: Enterprise Planning (EPBCS)
- Native integration and reporting technologies

Business Process

- Manage Enterprise Structures
- Manage Journals
- Manage Intercompany
- Manage Financial Reporting
- Manage Projects
- Manage Project Costing
- Maintain Master Data
- Process Employee Expenses
- Manage Payables
- Manage Receivables
- Manage Supplier & Collaboration
- Manage Supplier Sourcing & Agreements
- Manage Purchase Requisitions & Orders
- Manage Receiving & Putaway
- Manage Complex Purchasing
- Manage Product Data
- Manage Supplier Qualification-Onboarding

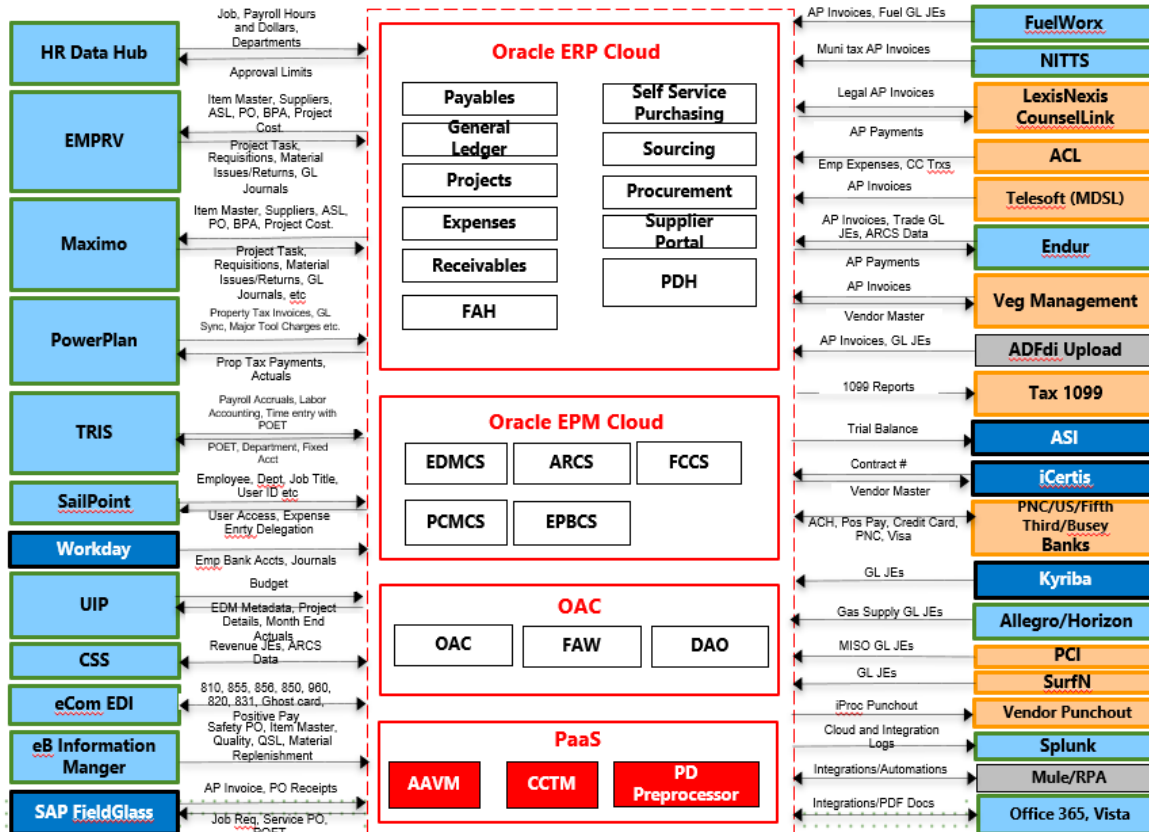
- Master data / COA management & governance
- Month-end close
- FERC & Management allocations
- Financial & external consolidation
- FERC consolidation & reporting
- Intercompany eliminations
- External & regulatory reporting
- Account Reconciliations
- Transaction Matching

Key Boundary System Integrations

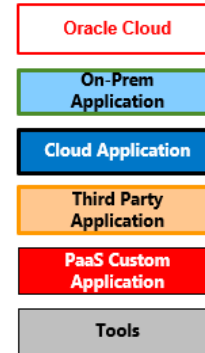
- EPM
- EMPRV
- Maximo
- CSS
- HR Data Hub
- Workday HCM
- iCerts
- SAP FieldGlass
- FuelWorx
- PowerPlan
- AAVM
- UIP
- Banks
- eCOM EDI
- SailPoint
- Card Integrity
- Kyriba

- Oracle ERP
- PowerPlan
- EMPRV
- Workday (TBD)
- UIP
- TRIS / MKS
- Multiple account reconciliation systems

Future State System Landscape



Legend

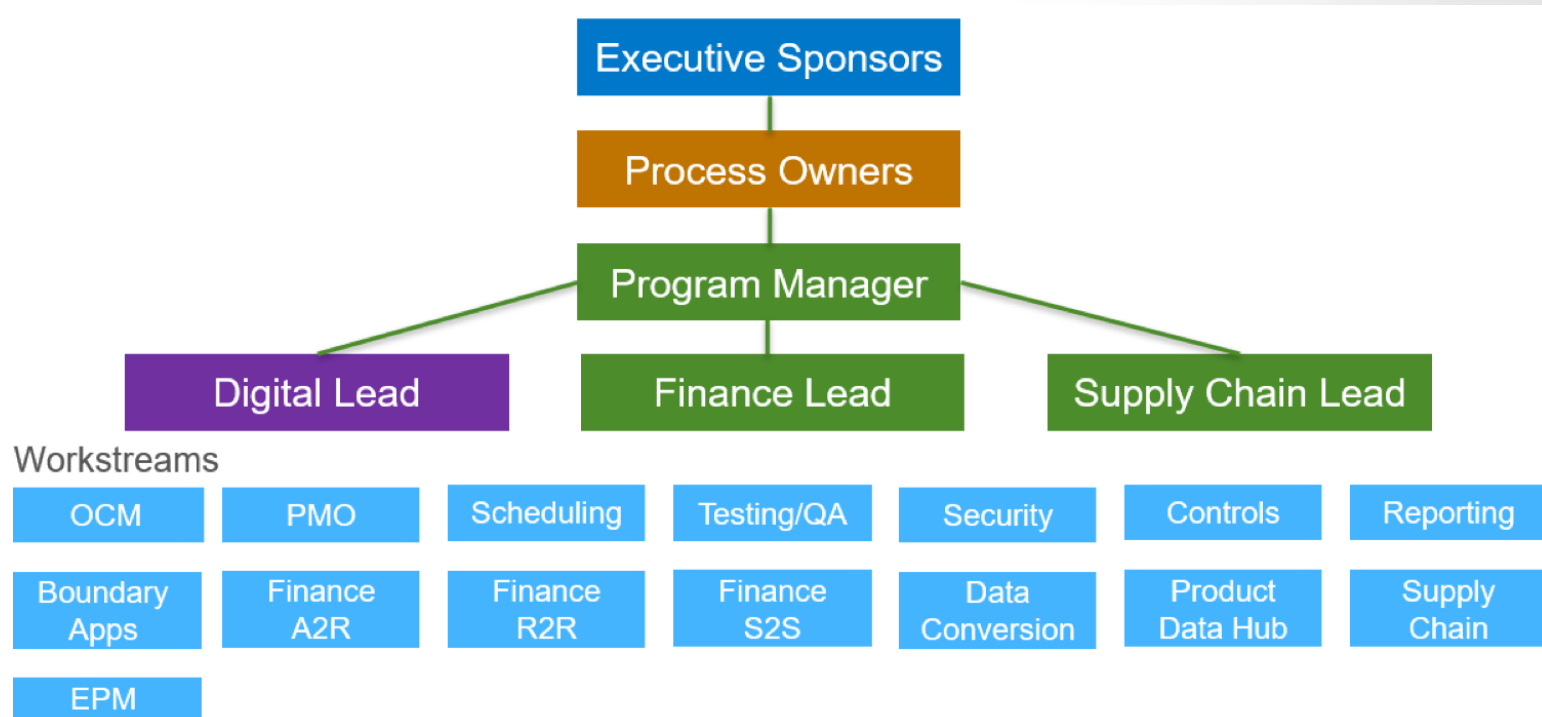


Project Fun Facts

- Project started early in January 2019
- Over 220+ resources from our selected System Integrators
- Over 280+ Ameren resources engaged
- Integration with 38 Boundary Applications
- Over 2500+ requirements identified
- Over 3000+ test scripts run in System Integration Testing Cycle 1
- Over 2500+ test scripts run in System Integration Testing Cycle 2
- 9 mock data conversions

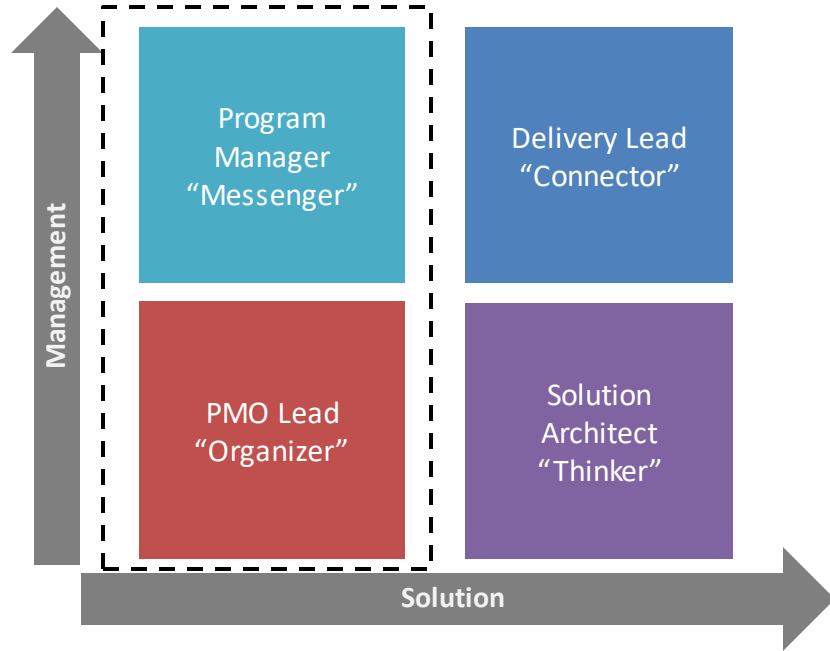
Program Organization Structure

Began with the Traditional Approach



Shift → Program Delivery Matrix

The “PMO” provides a mix of skills required to execute across management of the program and delivery of the solution



- **Delivery Lead:** Drives the overall delivery of the program across workstreams. Connects teams and provides direction, decision making, and adherence to program standards. Works extensively with both Leadership and Program Teams.
- **Program Manager:** Manages the work across scope, timeline, budget, and resources. Manages governance and provides oversight to Project Managers. Conducts status meetings across Project Managers and Executives/SteerCo.
- **Solution Architect:** Provides the knowledge for how the solution should work across process, technology, people, and experience. Defines the solution and works tactically to resolve problems and challenges with the solution.
- **PMO Lead:** Organizes the program across deliverables, internal processes, tools, and program reporting. Functions as the Project Manager for the PMO Team.

Program Delivery and PMO Alignment

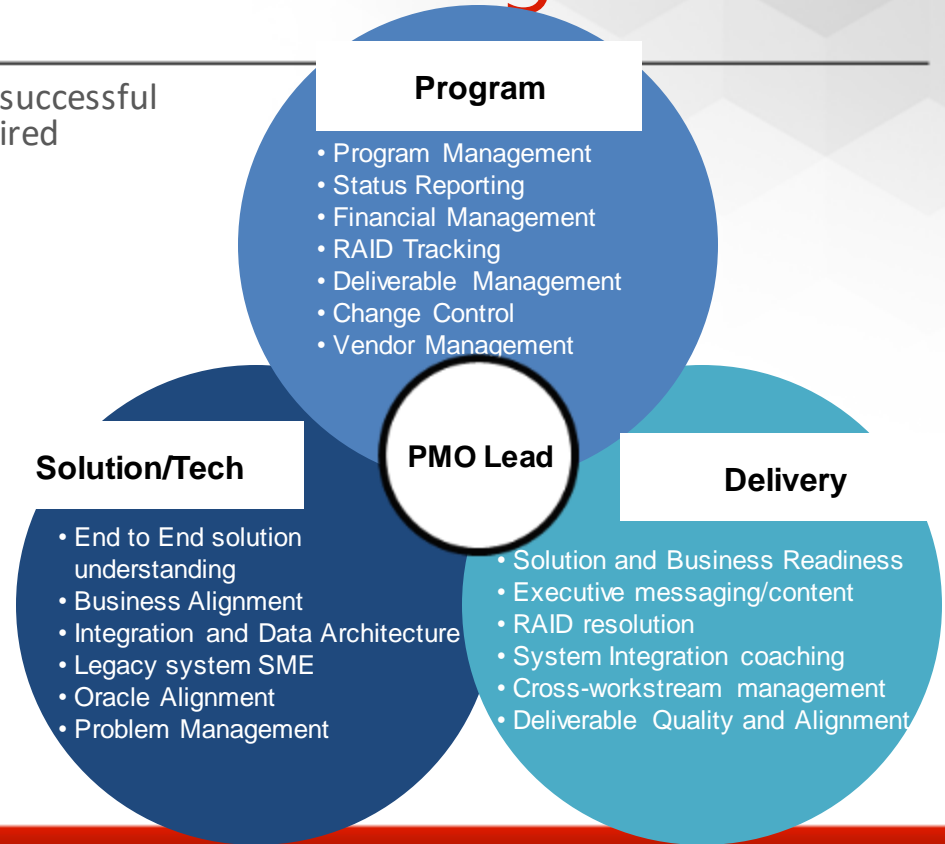
The right building blocks are in place, however, for a successful PMO, dedicated attention to the workstream is required

Enhancing the PMO

PMO Lead

- Status & Reporting Lead
- Schedule & Dependencies
- Standards & Compliance Lead

- Add select tactical PMs in the PMO
- Replace select PMs with stronger resources



What worked well?
What didn't?

What Worked Well? What Didn't?

- The size and duration of this program made it different from most programs at Ameren
- The teams often struggled with never having enough resources and no slack built into the schedule resulting in a lot of overtime and weekend work
- Let's look at several of the key workstreams across the program to see what challenges were encountered and what we can do better next time



Program Governance

Challenges	Observations for Next Time
Understand the program governance and compliance needs across new members to Ameren	Ameren has an extensive compliance process, especially for SOX related projects. Give training to new resources to Ameren as project is started and mid-way to reinforce.
Working with the System Integrators to ensure collaboration through the program lifecycle	Establish a regular cadence getting all parties in a room together to work through key dependencies across their work activities
Multiple SIs that didn't want to collaborate into a single Schedule led to multiple schedules	Require SIs to work as "one team" and create that single overarching schedule
7 Externally led program health assessments + 2 internally led audits spread over a 20-month period of time takes away focus from the program activities	Work with leadership to assess a smaller number of health assessments and audits during a program lifecycle. Many of the findings in later assessments were tied to earlier assessments as the program did not have extra resources or schedule to address all requests in a timely manner.
Multiple weekly program readouts to leadership led to inefficiencies and bad use of time	Consolidate the formats used across these meetings and re-use content as much as possible.

Testing and Quality Engineering

Challenges	Next Time
Internal audit and compliance requirements	Have Testing and QE team meet with internal audit and compliance teams prior to testing start.
Understanding Zephyr best practices for large scale waterfall projects	Test out the structure in Zephyr for releases, test cycles to increase the maintainability and ease of finding test cases
Large program – limitations of tools (JIRA)	Our install of JIRA has a limitation of 1000 on an extract, well, we had over 2500+ requirements. Plan ahead on parsing out data if need be to be able to extract as needed.
Items tested during SIT1, SIT2 and UAT continue be issues in production	Increase testing scenarios with an added focus on negative testing. Need tighter controls around passing scenarios in test environments
Stable test environments	During test cycles, environments should be frozen and users should never need to move to a different environment
Testing tools did not integrate	Requirement and Testing tools must be tested prior to use by the teams to ensure the mapping of requirements and tests are stored for easy export

Tools Used: JIRA – Requirement and Build Repository / Zephyr – Testing Tool

Boundary Apps

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Hypercare

Challenges	Next Time
90 days of hypercare is the standard for all projects at Ameren – Big or Small	Plan accordingly the full timeline of hypercare – be sure to include higher priority activities that may fall outside of the hypercare window to ensure successful “full” deployment. If it needs to be more than 90 days, explain why.
Hypercare Planning -> “crunch time”	Start planning hyper-care earlier than that last month before Go Live. Resources supporting hyper-care are busy with Go Live activities and won’t be able to fully vet the hyper-care plan.
Metrics – Counts, Aging	As with any hyper-care, making meaningful and quantitative metrics is key for delivering the message to leadership. Work out the prioritization process and clearly define with the workstream leads.
Closeout	With many new processes, it’s tough to know what all the “closeout” criteria should be. Work to establish this criteria as early as possible with the process owners
Release Management	Document the plan for releases post Go Live early and publish. Helps set the tone for timing of changes being put into production.

Program Wide – Things that Worked Well

Workstream	Success
Boundary Application	Development “Chat Teams” were established for teams to share the development progress and work with team members real time. Team members were able to jump on a call via the Chat if needed.
Hypercare	Custom Service Now form developed for hyper-care to route incoming Incidents/Tickets to the correct team based on the type of problem or request. Support Desk IVR was modified to direct calls to “Teams Chats” or new form
Project interdependencies	With 38 boundary applications, it was essential to understand each BA with respect to other development activities ongoing
Cutover	Mock cutover activities were held to get resources onboard and ready for the “round the clock” expectations and to confirm all activities were in the cutover plan
Training	In person training is still the preferred method by our end users gaining the most benefit. QRGs and in application Maverick were also offered.
Hypercare	Use of “Teams Chat” for white glove service were utilized heavily for the first 4 weeks and scaled back as the volume of inquiries reduced. Users were able to get answers quickly. Downside – we lost some metrics as not all of these were tracked.

Summarization

Go Live By The Numbers

100M+

Records
Converted

1 Ameren Team #done

15,000+

Ameren Users

200+ People

Supporting the Go Live

98 hours of round the
clock coverage

150+

Interfaces

80

Go Live Criteria

2120+

D-Cut Triggers

50+

Training Sessions

38 Systems

119

Test Cases

2

Days of Storms

8

Catering Orders

Since Go Live (numbers as of 27OCT2023)

- ❖ 5,019 Service Now Tickets Logged
- ❖ 4,768 Service Now Tickets Resolved
- ❖ 0 Critical Tickets Logged during hyper-care
- ❖ Successfully completed July, August, September Month End Close
- ❖ Successfully completed Quarter End Close in October
- ❖ Successfully applied 1st Oracle Cloud Quarterly Release in September
- ❖ 251 Service Now Tickets in Backlog (104 Fix / 144 Request)
- ❖ Hypercare extended through 1st Quarter End Close – mid October

Top Take Aways

- 1) Be willing to adjust the program structure to fit the “need” – Being Agile on a Waterfall project is a must
- 2) Strong Team Collaboration is a must to be successful
- 3) Hold System Integrators accountable early for items promised in Statements of Work
 - Resources, deliverables, milestones
- 4) Build slack into the schedule (if possible)
 - There are always unknowns encountered on every project
 - With all the discovery and planning, gaps will be uncovered
- 5) If a scheduled activity is missed, escalate and resolve quickly
 - Is it really a good “plan to get to GREEN” when you simply add work to the next phase?

Questions



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